



NEW ENGLAND DEACONESS HOSPITAL

ANNUAL
REPORT

1947

New England Deaconess Hospital

Annual Report

1947



DEACONESS GENERAL · PALMER MEMORIAL

GEORGE F. BAKER CLINIC

DEACONESS ROAD, BOSTON 15, MASSACHUSETTS



VIEW FROM PALMER BUILDING, SHOWING RIVERWAY

BUSINESS ADMINISTRATION



1948

NEW ENGLAND
DEACONESS HOSPITAL

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1948

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HOWARD F. ROOT, M.D., *Staff Representative*

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MRS. EUGENE MATHER

J. WENDELL YEO, PH.D.

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MISS OLIVE L. NELSON

* Ex officio.

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1948

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Terms Expiring 1950

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1948

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The New England

THIS IS A SUMMARY OF OUR FINANCIAL

We had current assets available for use without any restrictions as follows:

Our liabilities to be met from the above assets consisted of accounts payable and accrued expenses

And we had a reserve for improvements and replacements of.

The difference was the balance of our general fund, December 31, 1947. .

We had at December 31, 1947, unexpended balances of gifts and bequests for special purposes, a reserve for depreciation, obsolescence and construction and endowment building and equipment funds which are listed below with the kind of assets which represent them.

Unexpended balance of gifts and bequests for special purposes

Reserve for depreciation, obsolescence and construction

Endowment funds and annuity reserve

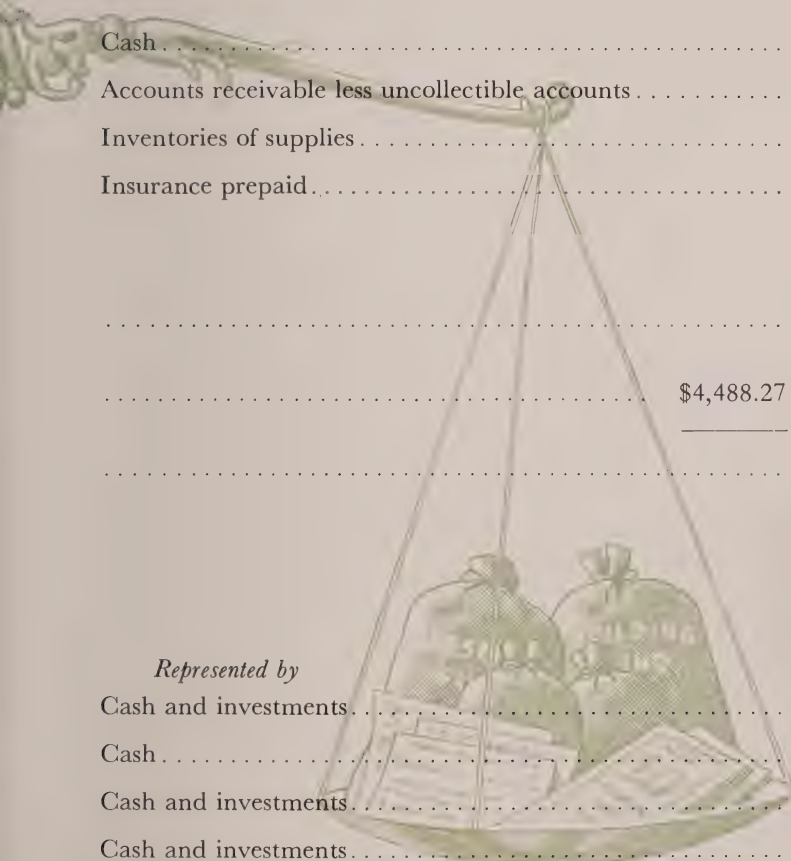
NEW BUILDING FUND

RADIUM FUND

LAND, BUILDINGS AND EQUIPMENT FUND

Deaconess Hospital

POSITION AS OF DECEMBER 31, 1947



Cash	\$	18,804.00
Accounts receivable less uncollectible accounts		82,695.63
Inventories of supplies		104,109.14
Insurance prepaid		5,814.22
	\$	211,422.99
.....	\$	44,233.96
.....	\$4,488.27	48,722.23
.....	\$	162,700.76

<i>Represented by</i>	<i>Amount</i>
Cash and investments	\$ 73,977.71
Cash	19,030.28
Cash and investments	978,185.13
Cash and investments	824,713.57
Radium, radium equipment and cash	137,962.94
Land, buildings and equipment	2,324,290.85

THIS IS A SUMMARY OF OUR INCOME STATEMENT FOR 1947

We Earned by caring for and furnishing medicines and supplies to patients.		\$1,766,247.70
But We Gave Free Treatment of	\$133,216.83	
And Experience Has Taught Us to Make Provision for Uncollectible Accounts amounting to	23,643.51	156,860.34
So That Our Net Hospital Income was		\$1,609,387.36
The Direct Cost of providing care and supplies for patients was		1,627,081.78
Resulting in a Deficit from Operations of		\$ 17,694.42
But We Had Other Income as Follows:		
Income from funds	\$42,710.16	
Donations	43,984.65	
Income earned on bequests during administration of estates	7,128.39	93,823.20
		\$ 72,128.78
And We Had Other Expenses for interest and annuities of		3,841.19
		\$ 72,287.59
Then We Made Provision for Depreciation, obsolescence and construction of		78,360.11
Which Left a Final Deficit of		\$ 6,072.52
This was transferred to the General Fund, an analysis of which follows —		

ANALYSIS OF GENERAL FUND 1947

Balance, January 1, 1947		\$167,405.27
The General Fund was increased during the year by that part of the income of Martha A. Sargent Fund appropriated for the reduction of the mortgage, \$21,000.00, and unrestricted legacies of \$123,688.19, a total of		144,688.19
It Was Reduced by		
Transfers to the Land, Building and Equipment Fund representing payments on the mortgage	\$110,820.18	
Transfer to the New Building Fund in accordance with a vote of the Executive Committee	32,500.00	
The deficit as shown on the previous page	6,072.52	\$149,392.70
Leaving a Balance, December 31, 1947, of		\$162,700.76

The information contained in these statements was prepared by W. WEBSTER McCANN, *Certified Public Accountant*, who audits the hospital accounts, and was taken from his annual report to the Executive Committee.

Endowment Funds

December 31, 1947

INCOME TO BE USED FOR FREE BEDS

Mary V. Ackley Free Bed Fund.....	1936	\$ 3,000.00
Adelaide Bunnell Allen Fund.....	1942	1,000.00
Julia A. Babcock Free Bed Fund.....	1929	200.00
George William Boyd Free Bed Fund.....	1909	5,000.00
Abbie K. Chandler Free Bed Fund.....	1913	1,000.00
Mr. and Mrs. Costello C. Converse Free Bed Fund.....	1927	50,000.00
Fannie F. Eager Free Bed Fund.....	1908	5,000.00
George R. Eager Free Bed Fund.....	1921	5,000.00
Mr. and Mrs. William R. Elliott Free Bed Fund.....	1938	31,589.34
Free Bed for Eye Patients.....	1931	6,904.00
Edith W. Gallagher Fund.....	1933	10,000.00
Ferdinand C. Gammons Fund.....	1934	68,575.91
Nathan R. George Free Bed Fund.....	1943	29,197.38
Annie W. Gooding Free Bed Fund.....	1925	1,200.00
Isabella Louise Grant Free Bed Fund.....	1944	6,500.00
Lucy J. Haigh Free Bed Fund.....	1926	5,000.00
Bishop John W. Hamilton Free Bed Fund.....	1938	500.00
Mary Adeline Tobey Hastings Fund.....	1931	24,934.44
Elijah B. and Josephine M. Hine Room.....	1904	3,900.00
Abbie Hills Holbrook Bed.....	1935	10,000.00
Ida Sinclair Holt Fund.....	1927	25,000.00
Dr. Joshua C. Hubbard Free Bed Fund.....	1917	5,000.00
S. Elizabeth Huntington Free Bed Fund.....	1936	5,000.00
Soloman M. Hyams Bed.....	1929	10,000.00
Linda May Jackson Free Bed Fund.....	1931	600.00
Deborah M. Josselyn Free Bed Fund.....	1917	346.40
Nellie Louise Kidder Free Bed Fund.....	1930	745.24
Kingsbury Fund for Aliens.....	1911	678.05
Aimee Lamb Free Bed Fund.....	1931	5,000.00
Effie E. Lord Free Bed Fund.....	1941	1,000.00
Flora E. MacGlaulin Free Bed Fund.....	1933	5,000.00
Mary L. McIntyre Fund.....	1942	1,000.00
George H. Maxwell Fund.....	1927	10,000.00
Sarah K. Morse Fund.....	1928	1,758.00
Nellie S. Moulton Free Bed Fund.....	1931	300.00
New England Deaconess Alumnae Association Free Bed Fund..	1931	10,200.00
New Hampshire Conference Free Bed Fund.....	1916	1,019.36
John A. Ordway Fund.....	1942	5,000.00

Albert N. Parlin Free Bed Fund	1930	\$ 25,000.00
Albert N. Parlin Free Bed Fund	1935	25,000.00
Abbie S. Peasley Free Service Fund	1917	475.00
Mary E. Pickering Free Bed Fund	1926	500.00
Anna M. Pickford Memorial Free Bed Fund	1927	25,000.00
Anonymous	1941	16,000.00
Georgia M. Whidden Porter Free Bed Fund	1938	20,696.84
Howard M. Ray Memorial Fund	1937	300.00
Mrs. Hannah R. Richards Memorial Fund	1923	1,000.00
Mary Elizabeth Slack Free Bed Fund	1944	25,000.00
Emma A. Ward Fund	1941	1,896.23
Catherine E. Watson Free Bed Fund	1923	5,000.00
Annie W. Woolson Free Bed Fund	1920	5,000.00

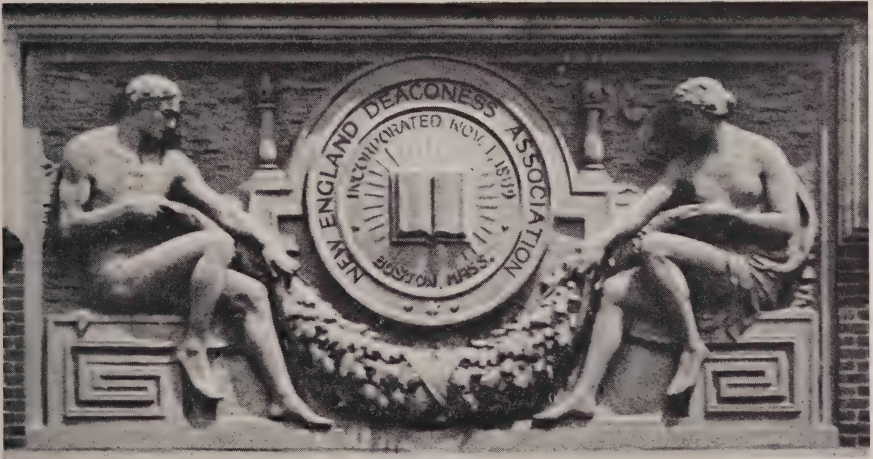
INCOME TO BE USED FOR GENERAL PURPOSES

Mahlon H. Bancroft Fund	1947	\$ 1,740.51
Ada S. Blair Fund	1926	4,750.00
Elizabeth A. Botsford Fund	1946	10,000.00
John and Harriet Champfrey Fund	1923	3,063.36
Philip Chase Fund	1938	50.00
Clark Fund	1900	2,910.00
Chester C. Corbin Fund	1917	100,000.00
Clara L. Crawford Fund	1925	5,000.00
Bertrand V. Degan Fund	1947	3,000.00
Francis J. Douglas Fund	1926	500.00
Roswell L. Douglas Fund	1922	2,500.00
Inez E. Fisher Fund	1947	16,047.33
Mary George Fund	1915	1,000.00
Sarah R. Griffin Fund	1918	7,000.00
Francis W. Hale Fund	1935	1,000.00
Charles W. Haworth Fund	1936	300.00
Alice Hiscox Fund	1945	1,000.00
Margaret E. Johnston Fund	1926	2,500.00
Daniel Fiske Jones Memorial Fund	1938	5,000.00
George W. Lawrence Fund	1947	80,000.00
Maud G. Leadbetter Fund	1945	1,000.00
Edward E. Mallalieu Fund	1947	23,658.13
Willard Taylor Perrin and Lucy E. Perrin Memorial Fund	1939	13,010.97
Chaplain and Mrs. Charles A. Plumer Fund	1922	200.00
Herman and Emma Richter Fund	1929	2,301.46
Elizabeth Clarke Rogers Fund	1928	5,000.00
Sophie K. Rousmaniere Fund	1945	16,500.00
Georgianna B. Sargeant Fund	1935	2,000.00

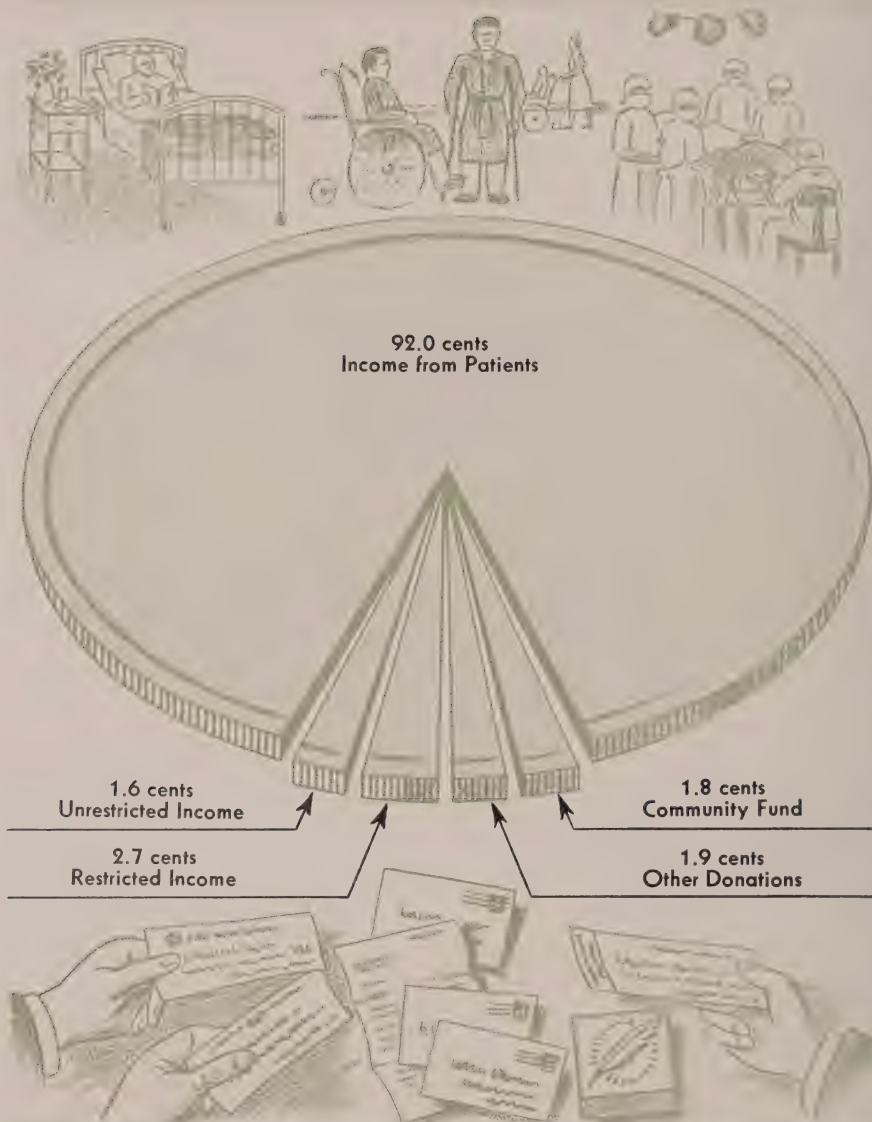
Smith-Hamilton Fund.....	1936	\$ 42,600.00
Ella Gertrude Spalding Fund.....	1934	2,114.87
Edward W. Swan Fund.....	1946	15,000.00
Sarah S. Swift Fund.....	1929	2,275.70
Alice Wheeler Fund.....	1939	8,553.19

INCOME TO BE USED FOR SPECIAL PURPOSES

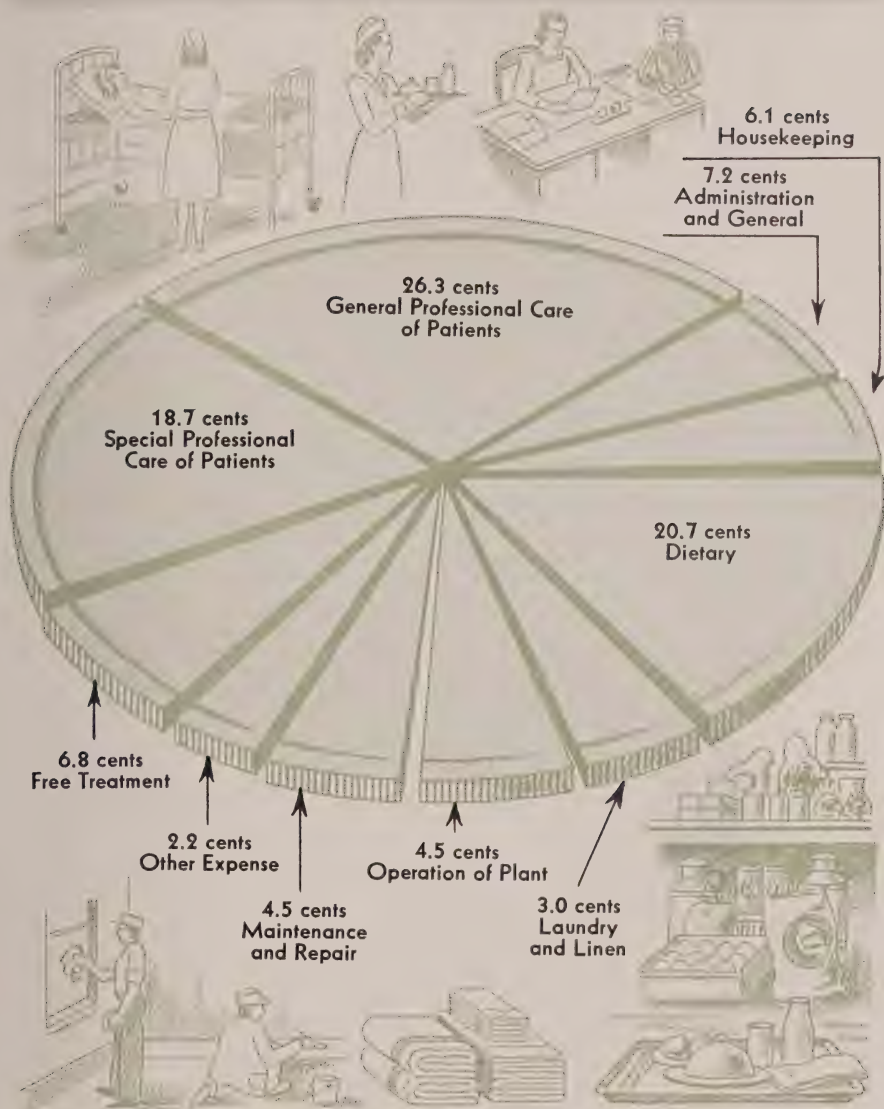
Jane G. A. Carter Orthopedic Fund.....	1928	\$ 1,000.00
John Howard Charlton Fund.....	1942	1,000.00
Mary E. Holt Room Fund (Furnishings).....	1911	1,000.00
Mr. and Mrs. Joseph B. Jacobs Fund.....	1945	1,000.00
Sylvester Kimball Fund (Furnishings).....	1923	500.00
Gallah Levi Fund (Furnishings).....	1914	1,000.00
Mary DeShon Lowell Fund.....	1928	581.00
Fannie Kimball Morse and May Conant Morse Fund.....	1923	1,000.00
Walter S. North Fund for Study and Care of Diabetes.....	1941	1,000.00
Wendell Phillips Parker Fund.....	1945	1,040.00
William L. Shearer Fund.....	1932	10,000.00
Louise O. Twombly Fund.....	1937	100.00
F. B. and G. A. Webster Fund.....	1923	8,898.01
William F. Willman Fund.....	1934	4,887.33



Life-size Cartouche, representing Strength and Mercy, over front entrance of Deaconess Building



Distribution of the INCOME DOLLAR
(IN CENTS)
1947



Distribution of the EXPENSE DOLLAR
(IN CENTS)
1947

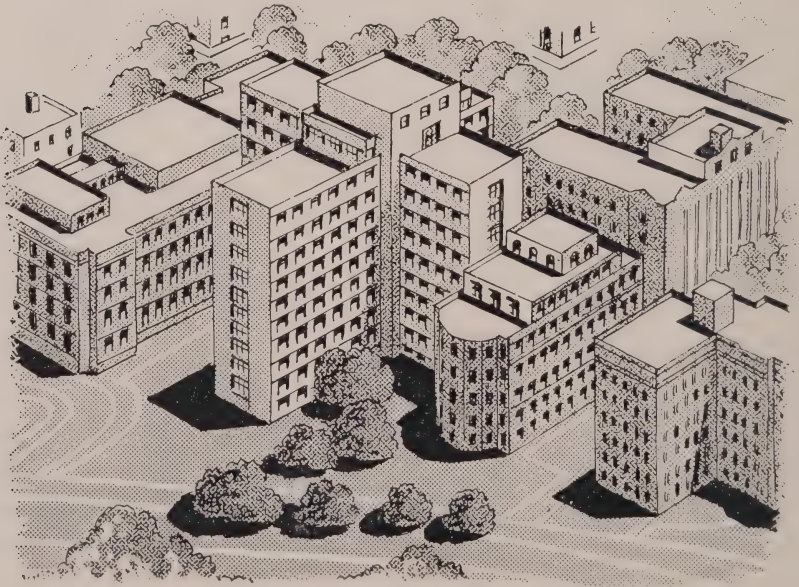
Administration of the New England Deaconess Hospital

EXECUTIVE DIRECTOR, WARREN F. COOK
ASSISTANT DIRECTOR, ROBERT D. LOWRY

DEPARTMENTAL

MISS ELLEN ADAMS
JOSEPH K. CHAMBERLIN
WALTER C. EMERY
MRS. GERTRUDE S. JAMESON
DR. JOSEPH H. MARKS
DONALD L. SABINE
MRS. EVE SCHANDELMAYER
MISS MARGARET SHRADER
MISS BERTINA TERKELSEN
DR. SHIELDS WARREN
MISS PAMELA A. WHITNEY
MISS EFFIE MAY WINGER

PERSONNEL DIRECTOR
PURCHASING AGENT AND CHIEF PHARMACIST
LAUNDRY MANAGER
SOCIAL SERVICE DIRECTOR
ROENTGENOLOGIST
SUPERINTENDENT OF MAINTENANCE
EXECUTIVE HOUSEKEEPER
SUPERINTENDENT OF NURSES
OFFICE MANAGER
PATHOLOGIST
DIRECTOR OF VOLUNTEER SERVICE
DIETITIAN IN CHIEF



Drawing shows The New England Deaconess Hospital as it will look when the new Central Building is added. It is expected ground will be broken shortly, and it is hoped construction will be completed by the summer of 1949. With the new building, Deaconess will be able to serve nearly 12,000 patients each year

Report of the Executive Director
TO THE
Corporation
OF THE
New England Deaconess Hospital

ANNUAL MEETING — FEBRUARY 17, 1948

FOR a number of years we have begun our Annual Report by reciting the unusual difficulties encountered in hospital administration during these war and postwar years. These difficulties are by no means ended; however, the postwar year 1947 was a little more normal than we have had for five or six years. There have been a few more nurses; materials have been a little easier to obtain; true, they have cost more, but we could usually obtain the necessary supplies or satisfactory substitutes. We are also getting a little better general help and more satisfactory work from those we have. There are fewer part time employees and less turnover in essential positions.

In every way this has been our largest year. The hospital occupancy for 1947 was 101,720 patient days; this is 3,050 more patient days than last year. The occupancy for the year was approximately 93% of capacity. This is a very high occupancy to care for, especially when you consider that for only two weeks during the year beds have been closed because of the inability of the nursing service to cope with the needs, also when you consider that our census fluctuates over each week-end and drops decidedly below normal at Christmas, Thanksgiving, and summer vacation time. There were many times during the year when the census was 100% and a number of days when we had more patients than beds. Of course, we have taken advantage of the low spots in the census to clean, repair and paint.

While our occupancy was higher for 1947, our average stay was one day less than last year, so that we cared for 7,624 in-patients, an increase of 11½%. More than 80% of our patients were admitted as surgical and 5% more became surgical after admission; the staff performed 6,224 operations, an increase in surgery of 15% over 1946. We have had so much surgery, as a matter of fact, that we have had to establish a medical ward to meet the state requirements for student nurses.

All other hospital services were increased by the increase in surgery: Laboratories 10%; X-ray 13½%; Pharmacy Store 22%; average number of nurses per day 34½%; however, the total nursing hours per patient per day decreased slightly because of the increase in the number of patients.

Still, nursing service gave more than 250,000 bedside nursing hours plus 58,000 surgery hours and 43,800 supervisory hours; this is approximately 3 nursing hours per patient per day.

Financially we did very well in 1947. Our total net income of \$1,666,444.86 is 27% above the same income for 1946; our expense of \$1,555,340.88 is 19½% above 1946 expense, giving us a net gain of \$111,000. We have reduced this amount in our auditor's report by considering Blue Cross 10% withholding a loss. We have also set up a depreciation account and brought our plant account in balance to wipe out this gain. Our TOTAL loss on Blue Cross patients for 1947 was in excess of \$53,000.

The mortgage is now paid in full.

Our bequests this year were very large. We received \$266,000 in bequests during 1947: \$142,000 restricted (mostly for general endowments) and \$124,000 unrestricted.

"Trustee," the new American Hospital Association magazine especially for Trustees, has an interesting article this month on hospital costs. This article, based on figures from charts of the Department of Commerce, shows that in 1946 Americans spent twice as much for jewelry, etc., as for hospital care; twice as much for recreation; four times as much for tobacco; and nine times as much for alcoholic beverages; also that the actual percentage of personal income spent on hospital care was less in 1945-46 than in any one of the last twenty years.

Hospital costs are unquestionably too high, but with the steadily mounting cost of all the things used in a hospital and the wages it is necessary to pay for competent help, there seems no way, unless you have capital reserves, to meet such expenses except by increased rates. Most hospitals in this territory have increased their rates as of January first; one of the largest hospitals in Boston has increased its ward rates to \$10.00 per day and private rooms to \$30 a day, plus extras. We may have to increase our rates before the end of this year, although we are trying to avoid this. Blue Cross may make it necessary.

Our Executive Committee has taken the stand that it is good business practice to set up a depreciation fund; this is against the policy of the Community Fund. Our Budget Committee went to the Hospital Budget Committee of the Community Fund and explained what we intend to do. They did not ask them for any specific amount this year to cover a deficit because we do not intend to run a deficit; however, we did ask them to give consideration to the free work we do for those patients resident in the Community Fund area.

The value of our free work last year amounted to \$132,000. This free work was given largely under the direction of the Social Service Department which did an ever increasing and useful job with people who were often in great distress because of their inability to meet their own responsibilities and needs. Confusion increases their tension and thereby lessens the

opportunity to help them. The work of the Social Service Department, under the able direction of Mrs. Jameson, in solving their confusion, is inestimable to the doctor as well as to the patient.

Some of the things we have done this year include the following:

1. Material improvement: We have built a brick house in back of the Deaconess. This was done at the suggestion of the State Public Welfare Commission, to house our explosives and inflammables which had previously been kept in a basement room. We also added to this house sufficient room to take care of all of our trash which used to stand in the Deaconess alley until the trucking company came to take it away twice a week. This was an unsightly thing and drew a great many flies which were a menace to the operating room directly above.

2. At the suggestion of the same commission we have added fire escapes to the Deaconess Operating Room.

3. We have tried lowering a few of our private room and ward ceilings and have put acoustical material on these ceilings, feeling that if this were done extensively it would reduce our maintenance by a considerable amount and provide quieter rooms.

4. We have completely redecorated the Faculty House and Autumn Street House for technicians, and have decorated and made extensive repairs to the Kent Street House, as well as in rooms, lobbies and corridors of the hospital.

5. We have developed, under the direction of Dr. Overholt, a new operating table for chest surgery, which will be shown at the next meeting of the New England Surgical Society.

6. We have increased the student scholarship fund by a considerable amount during the year and made other nursing improvements in the curriculum.

7. We put in \$15,000 worth of new x-ray equipment, which was very generously paid for by the Hyams Trustees.

8. We bought a new snowplow which has been of great help this cold, snowy winter.

9. We have combined the supervision of each of the Cashier's Offices, Record Rooms, and Operating Suites.

10. We have worked steadily on the plans for the new building which are practically completed.

Certain organizational changes have been made during the year which have been very helpful. We organized a Labor Relations Committee where once a month all complaints and dissatisfactions are taken up and discussed with the representatives of the various departments. We have started to publish two papers — one for the employees generally, called the "Pulse," and one for the nurses, known as the "Harriscope." A great deal of interest has been generated by these publications.

Probably the most helpful thing that we have done is to organize a Cabinet to confer weekly with the Executive Director on hospital policies and practices. This Cabinet is made up of the Assistant Director, the Superintendent of Nurses, the Chief Engineer, the Personnel Director and the Purchasing Agent. Many matters have been ironed out quickly with satisfaction by this group.

We have also employed, as you may know, Gilcrest-Spriggs and Company as public relations counsel, and they have already helped us very materially in putting our name favorably before the community. Some of the highlights of the public relations program, on which we are working with them, include the following:

1. In the fall there will be a ceremonial occasion on the theme "Fifty Years of Progress," the occasion to include a special banquet with speakers, in the Statler Hotel Ballroom, groundbreaking ceremonies for the new building, open house for the public and friends of the Deaconess.

2. A souvenir booklet for that occasion is under way. This also can be used to inform our patients of the many ramifications of the services we give them and ultimately as a fund raising piece, if that is desired.

3. Also through the influence of Gilcrest-Spriggs, our student choir is broadcasting over WEEI each Wednesday afternoon for eight weeks in collaboration with the Greater Boston Nursing Council in the interest of nurse recruiting.

4. Mrs. Fogg, who was my personal secretary and who has now been made Administrative Assistant, is doing a very satisfactory piece of work in visiting patients as a representative of the Administration, to let them know of the Administration's interest in them and to find out what problems they may have and how we can be helpful in solving them. She also watches the services which are being given to patients by the nursing, dietary, and housekeeping departments and brings this directly to my attention each morning. I think this service, which I would like to do myself had I time, is going to be of inestimable benefit and is at the same time fine public relations.

Research is one of the most important contributions of the modern hospital. Since Dr. Warren's report will be published, I will leave the discussion of that matter to his paper.

I want to express gratitude to the Trustees and the Executive Committee and Officers of the hospital who have always cooperated fully in the responsibilities of administration. Also I express appreciation to the Staff and their officers for help in many phases of the hospital's activities; to the women of the Friends of the Deaconess, whose volunteer sacrifices for hospital needs are innumerable as well as highly practical and whose cooperation is always sustaining, and my appreciation to Mr. Lowry and all department heads, whose faithfulness and efficiency have made the work of administration increasingly pleasant and efficient.

Dr. S. S. Goldwater, former Commissioner of Health of the City of New York and a long-time hospital executive, says of hospitals:

“Conceived in a spirit of service for the protection and promotion of health, possessing every known resource for the attainment of its aims, the hospital, whether public or private, sectarian or non-sectarian, while seeking to render the highest type of service to its patients, should always strive to become a model household where health and happiness prevail.”

This is the spirit which we endeavor to maintain throughout the Deaconess Hospital and which we cherish for the new and enlarged Deaconess when built.

Statistics

YEAR ENDED DECEMBER 31, 1947

Patients in hospital, January 1st, 1947	246
Patients admitted 1947	7,624
Medical	1,713
Surgical	5,911
Private	1,431
Semi-private	2,491
Ward	3,702
Patients discharged 1947	7,645
Medical	1,668
Surgical	5,977
Private	1,484
Semi-private	2,501
Ward	3,660
Patients in hospital, December 31st, 1947	225
Deaths	205
Hospital mortality percentage	2.7
Autopsy percentage	53.7
Occupancy percentage	92.9
Total patient days' service	101,720
Medical	15,973
Surgical	85,747
Private	19,317
Semi-private	31,727
Ward	50,676
Full paying	80,849
Part paying and free	20,871

Average daily census	278.7
Largest number treated in one day	305
Smallest number treated in one day	204
Average days stay in hospital	13.3
Private	13.0
Semi-private and ward	13.4
Operations	6,224
Major	3,448
Minor	2,776
Average number of operations per month	519
X-Rays	17,211
Diagnostic	12,168
Therapy treatments	5,043
Laboratory tests	212,750
Autopsies	181
Bacteriological examinations	5,003
Basal metabolisms	834
Chemical examinations	148,314
Electrocardiograms	1,740
Solutions	36,847
Surgical examinations	8,837
Transfusions	5,292
Plasma	186
Donors	5,516
Other Special Services:	
Dental X-Rays	222
Dental treatments and prophylaxis	170
Dental consultations and examinations	2,297
Dental extractions	200
Foot Room	9,009
Out-Door	12,875
Clinic	3,023
Dental	1,382
Foot Room	20
Laboratories	2,007
Operating rooms	379
X-Ray	6,064

WARREN F. COOK
Executive Director

Annual Report of the Nursing Department

NURSING SERVICE

HOSPITAL STAFFING

Nineteen forty-seven figures for this hospital confirm the national current shortage of nurses. There has been a decrease in the total amount of nursing care given to each patient in 1947 as compared with the care available here in 1946. This fact seems odd in view of the highest nurse employment census since before 1940. However, the decrease can be accounted for in several ways.

The patient census has had an unprecedented increase with an all-time high of 92.9 percent occupancy as compared with the 87.2 percent in 1946. The more rapid patient turnover and the increased number of operations have created demands for more nursing care. We have employed all the nurses available, but our capacity census has required almost twice that number.

STAFF TURNOVER

There has been a decrease in the turnover of staff and floor duty nurses. Two-thirds of the vacancies for our charge nurses have been filled by our own employees through transfer. Such practice is an incentive toward a high caliber of work, as well as stability for our group.

In spite of the pressures on nursing service, we have kept all floors open except for a two-week interval at Christmas time, to repair a section of Deaconess III.

PERSONNEL PRACTICES

The weekly time schedule has been revised twice for all nursing personnel. The holiday time allowance has also been liberalized. More generous health benefits have been provided.

In the spring the Friends of the Deaconess established for nurse employees a fund for advance study totalling \$400.00 annually. This award is an impetus to our nurses to improve their educational preparation, and already two young women have availed themselves of \$200.00 each.

IMPROVEMENTS

Several improvements in facilities are in process, including the replacement of obsolete plumbing fixtures in the Palmer Building by modern, convenient, goose-neck elbow faucets. Early in the fall an experiment was made with a linen exchange system in order to make more linen available for patients, and at the same time eliminate much of the time-consuming detail and waste movements. While all difficulties are not overcome, improvement has been noted.



GRADUATION

As we review the work of the past year, we note, along with many doctors and patients, that, despite our handicaps, nursing care of the patient has improved. And, after all, that is why we are here.

NURSING SCHOOL

This has been a good year for our Nursing School. We have made a number of advances in improving the quality of faculty preparation, in enriching our curriculum and clinical experience, and in evaluating our achievement.

STAFF ADJUSTMENTS

The first of the year a third clinical supervisor was appointed to help meet the demands of an expanded clinical program. Our part-time librarian has increased her time from one-third to one-half time, in order to handle more effectively the added activities of the library. This is a service in great demand by both graduates and student nurses.

Three faculty members have been away at school for full-time study, and many other members of our instructional and supervisory staff are taking extramural courses. The stability of our group has been gratifying.

HEALTH PROVISIONS

One of our first considerations has been the improvement of student health. Statistics indicate that the illness in 1947 is slightly less than in 1946.

At Christmas we arranged for all students to have one-half day off duty. We hope that it will be possible to continue this practice, for student nurses are certainly entitled at least to as many benefits as the graduate nurses.

STATISTICS

Our classes, both winter and spring, have been large as compared with many schools, with a total of 71 students. While forty-six seniors were graduated last May, our 1948 class promises to be the largest in our history (seventy students.)

Applicants for 1948 classes are very promising, and we seem to be having no difficulty in obtaining candidates. During the fall we were urged to send student speakers back to their high schools to recruit for Nursing. It is interesting to note that they were enthusiastically welcomed and were urged to return next year.

SCHOLARSHIPS AND LOANS

Due to interest and support of friends of our school and hospital, a scholarship fund has been established. Now, we need not turn away any

Welcome to the
New Students



deserving young woman because of lack of funds. During the year, one full scholarship of \$300.00 was provided and four partial scholarships of \$100.00. Since Simmons College plans to increase tuition \$27.00 next fall, it is more important than ever that we maintain a generous fund.

Experience has shown that a number of students are finding it necessary to borrow from our Student Loan Fund. While this fund is useful, a student is limited to a loan of about \$100.00 because of the size of the fund.

CURRICULUM DEVELOPMENTS

Experimental introduction of the "block system" of classes has improved both student morale and class achievement. While it has been difficult to cover the wards adequately when the students are having concentrated classes, we are finding our experiment is, in the end, making possible better care for our patients. It also shows us that we must engage more floor duty nurses or attendants as soon as possible in order to provide an adequate supplementary bedside staff.

The traditional policy of automatic withdrawal from the school because of a failure in a subject at Simmons College has at last been eliminated. Now a student's dismissal is based on her entire record, as it should be. The rating scale has been revised this year so that the passing grade has been raised from seventy to seventy-five. This action has helped elevate the educational standard of our school.

Recently, groundwork was laid for improving the sequence of courses and for reducing the number of subjects studied concurrently at Simmons College, in order to facilitate learning the heavy science subjects. For some years, we have sought closer collaboration between Simmons College and the Deaconess Hospital. It is expected that our experiment will be made next fall at Simmons College.

CLINICAL DEVELOPMENTS

We are especially pleased to be able to report the establishment of a segregated Medical Unit of sixteen beds. This floor will augment our limited medical facilities and will help safeguard the required medical experience for each student. Clinical teaching now includes orientation classes prior to affiliations, and reviews on return from affiliation in order to speed the student's readjustment.

Our one month Public Health affiliation per student with the Boston Health Department has received retroactive approval from the Massachusetts State Board of Nurse Examiners. During the year our psychiatric affiliation was transferred from Taunton State Hospital to Northampton State Hospital, in order to provide a more desirable service for each student.

EVALUATION OF ACHIEVEMENT

During the year, ten-year studies have been made of facts concerning the Nursing School. It is interesting to note the upward trend of the graphs

in such important matters as results of State Board examinations and faculty preparation.

As one of our criteria of selection, we have been using the Pre-Nursing and Guidance Aptitude Test which is sponsored by the National League of Nursing Education. We were finding, however, that the test was given so infrequently and in so few localities that many times it was very inconvenient. Therefore, we tried the Smeltzer Aptitude Test because of its similarity to the Pre-Nursing Test, plus the convenience of having it administered here at Harris Hall (student residence) on the same day as the interview. We decided to supplement the Aptitude Test with the Smeltzer Test after a study of fifty applicants who took both tests had indicated its validity. This adjustment has facilitated the admission procedure.

EXPANSION OF FACILITIES

Through the generosity of Mr. E. G. Howes we have been enabled to increase our library materially, so that at present we have a very effective unit of approximately 1300 volumes. Our books have been carefully selected, are recent editions, and cover a variety of fields.

We are happy to report that plans for a new addition to Harris Hall have reached blue-print stage. We are looking forward to increasing our school eventually to 250 students, not merely as a means of assisting in staffing a 500 bed hospital, but primarily to provide a large nucleus of future qualified graduate nurses. The plans include such dreams as a swimming pool; a bowling alley; more classrooms; and kitchenettes, laundries, and lounges on each floor. Each room in the new wing is to have running water. Our policy that desirable applicants are attracted to a school with a sound program is already being demonstrated. We feel confident that such an addition to the Student Residence as is outlined above will serve as a further inducement.

CONCLUSION

This report is lengthy, but it is encouraging in that we can see progress as we plod ahead together — the Administration, Medical Staff, related Hospital Departments, and the Nurses. As usual, the Nursing School Committee and the Friends of the Deaconess have been our allies whenever we have turned to them. Our School and Service cannot help but succeed with such backing!

Respectfully submitted,

MARGARET M. SHRADER, R.N.

*Superintendent of Nurses and
Principal of School of Nursing*

Annual Report of the Friends of the Deaconess Hospital

THE Women's Auxiliary of the Hospital is committed to the raising of funds that will help in ways most essential. Having completed in 1946 the sum promised to build an operating suite in the new building in memory of Doctor Jones, we have now turned our thoughts toward a further contribution to the building fund. At present, with the rising cost of building, it would be difficult to undertake to finance a specific unit. We plan, however, to duplicate our original pledge of \$30,000 for a room, laboratory or ward to bear the name of our organization. Already we have in hand over \$10,000 toward this project. It will take longer to raise the remainder.

We gave in 1946, and have promised annually to the School of Nursing, the sum of \$1,000 for several scholarships; graduate and undergraduate. Such scholarships should be an asset to our school and are, we feel, vitally important, for we need not stress the continual need of excellent nurses: the kind for which the Deaconess is famous. The proceeds of our Thrift Shop, now operated in the General Stores Building by Mrs. Shields Warren and the Friends of the Deaconess, go in large measure to this scholarship fund. We are proud of the fact that from our Thrift Shop — small, new, and running under difficulties — we have made more profit than has any one of the seven organizations which join in operating the big Thrift Shop in Boston. That shop employs paid workers, and has rent to pay, whereas our total overhead is under \$20.00 per year, and all work is volunteer. We are also of considerable benefit to the hospital personnel. We look forward to the day when the new building will give us a more attractive and convenient shop.

Our Pops Concert Benefit, directed by Mrs. Dudley R. Howe, raised over \$1,000, which was quite an achievement considering the increased running expenses. We plan to have another in the Spring and ask the cooperation of all who are connected with the hospital. Our surgical dressings meetings continue, though we wish for better attendance. A certain number of the Friends still work as volunteers, but Miss Whitney could use many more.

To sum up, we ask for greater interest in our organization on the part of every person, especially the young, who has cared for the hospital for various reasons: members of doctors' families, ex-patients, ex-workers, neighbors, and other well-wishers. Without new blood, we shall not be able to carry on. Surely no work in the world is more rewarding than the giving of one's time and strength to an institution devoted to such outstanding work for the alleviation of human suffering.

Respectfully submitted,

CATHERINE D. GRANT
President

Annual Report of the Dietary Department

In December, 1946, we recorded that the price of food was both amazing and frightening, but in 1947 the prices have continued to rise from those amazing and frightening figures to what might be called fantastic. From all reports, prices will continue to rise until the middle of this year.

At Thanksgiving and again at Christmas, Dr. Cook extended an invitation to each employee to be the guest of the hospital for dinner. Outside guests were charged \$1.25. A ticket was issued to each employee who accepted. At Thanksgiving, 181 accepted the invitation and a total of 242 dinners was served. At Christmas, we served 129 dinners to members of the hospital "family" and 23 to outside guests, making a total of 152.

This past year we purchased a new vegetable steamer to replace the one we had in Deaconess kitchen. We added to the equipment of that kitchen another Hobart mixer to be used exclusively in the bake shop. This new equipment eliminated the delays in production caused when the baker and the chef wanted to use the one machine at the same time. We also purchased a new double tank dish washing machine and a glass washing machine for Harris Hall. Mr. Sabine is working on rearranging the present equipment and setting up the dish tables and the machines.

The food service to patients on the third floor of Deaconess has been arranged to give more satisfactory service to the patients. As soon as more tray trucks are available we will use the same system on Deaconess IV.

During the past year, we served 373,175 meals to patients and 319,351 meals in the Pay Cafeteria, making a total of 692,526 meals served in 1947.

Respectfully submitted,

EFFIE MAY WINGER
Chief Dietitian

Final check of a patient's tray



Annual Report of the Personnel Department

IN 1947 the Personnel Department was able to place more emphasis on selection of employees for the hospital. Although it was difficult to fill all positions promptly with the best people, yet it was possible to place applicants more carefully. In spite of the fact that the employment situation remained critical, it eased up to the extent of showing a gain in quality. Some of this effort appears in the reduction of the labor turnover for the year. There was a drop of 3.2 percent, since the average monthly turnover for the year was 8.1 percent rather than 11.3 percent for 1946.

"GLAD TO SEE YOU," our employees' handbook, was issued in April. It contains an excellent foreword by Dr. Cook, historical data, essential personnel policies, and a list of the services which the hospital offers to employees. The booklet met with immediate success and has been copied in style and format. Also in April, weekly orientation classes for new employees were started, in which the history, work, and aims of the hospital are outlined. Personnel policies are discussed and a tour of the hospital made.

A Kardex system was installed in the Personnel Office which has simplified and increased the efficiency of the records. It has centralized information about the employees, such as vital statistics, wage control records, absenteeism, and vacation allotment.

Among our 487 full-time employees, 111 have received service awards. Five year pins have been awarded to 48 employees, ten year pins to 26, fifteen year pins to 24, and twenty year pins to 13. These are awarded annually at the Christmas party.

This year our scope of cooperation with the local colleges was extended. A student from Emmanuel College completed a practical secretarial project. Two students from the Management Training Program at Radcliffe College carried out their field work assignments of one month each. These students are of value to the hospital for they are educated observers with a fresh point of view and able to give unbiased opinions.

Attendance at two American Hospital Association Institutes during the year was stimulating and beneficial. As alternate for Dr. Cook at the Public Relations Institute at Princeton, N. J., many new ideas were gained, and as delegate to the Personnel Institute at Baltimore, greater vision was acquired in the formulation of a well-rounded personnel program.

Respectfully submitted

ELLEN ADAMS
Personnel Director

Report of the Social Service Department

THOUGH it is Mrs. Anders who is our patient, it is her husband who requires the friendly, sympathetic interest and frequent contacts with the social worker. Mrs. Anders knows that her disease is serious but is hopeful that the hospital can cure her. Already it has made her comfortable, and the doctor has been most encouraging. This couple was married late in life; they are completely devoted to each other and get unalloyed joy from their two young children. Mr. Anders lost his job about a year ago after earning an excellent salary. The first year of his wife's illness used up all his savings, and at sixty he was faced with inability to support his family, give adequate care to his ailing wife, and bring up his children properly. He went to pieces completely, his self-esteem vanished, and with this, all usefulness.

It has taken regular, unhurried interviews to help this man regain his balance, to accept financial assistance from the community agency that was prepared to provide food and shelter, to allow the children to participate in settlement house activities. Now, after four months of intensive work with Mr. Anders, he is facing reality and has accepted a menial job at less than one-third of his former earnings. It is encouraging also to have him ask that people visit his wife and cheer her loneliness. Heretofore, he has shrunk from showing the poor home they were forced to live in. He was also able to accept Christmas gifts for the family with dignity and in the spirit in which they were offered.

It is time consuming to develop an intensive personal relationship with a patient or his relatives, but it is so necessary in many cases if the sick person is to receive all the benefit from the medical treatment he is undergoing. As one of our doctors expressed it, "What a help your department is to us! When a patient is easy in his mind and knows there is someone in the hospital who is interested in his total problem, our job of treating the patient's body becomes infinitely easier."

502 new patients and 427 old patients were given case work in greater or less degree as described above. Thirty percent of this group were private patients. 573 additional new patients were given minor social service which was not recorded. About one-half of this group were private patients. We called on 284 agencies in many different communities to help our patients with many difficult problems. Visiting Nurse Associations gave service at our request to 32 patients. Because of the inadequacy of their own homes, 197 patients were helped by placement in nursing and convalescent homes, institutions, or chronic hospitals. Visits to patients outside the hospital numbered 162.

Approximately \$4,000 was expended from the Social Service Relief Fund for help outside the hospital to 116 patients. This fund is made up of grants and donations from various sources given directly to the department—The Massachusetts Branch of the American Cancer Society,

The Permanent Charity Fund, Dr. Elliott P. Joslin, Dr. Allan Joslin, Dr. Leland McKittrick, The Bray Fund, through the courtesy of Mr. Eugene Mather, former patients, and friends who believe in our work. It was used to provide convalescent care, transportation, artificial appliances, special medications, vacations, necessary clothing, Christmas cheer, etc. A group of our child patients was taken to the circus in the Spring, and their joy made this project well worthwhile.

Because a camp for diabetic boys was not possible this year, we were, through the generosity of Dr. Elliott P. Joslin, able to plan a series of treats for our boys, such as trips to Nantasket, Plymouth, Revere Beach, day camps, etc. Three of the diabetic boys were able to benefit from Camp Caravan. The diabetic girls always enjoy the permanence of the Clara Barton Camp and arrangements were made for other girls at the Y. W. C. A. and settlement house camps.

The Civilian Rehabilitation Bureau has been used frequently for our patients suffering from definite handicaps and has provided advice and training in order to make them self-supporting.

The department has participated as usual in the teaching of the Social Aspects of Illness, giving 20 formal lectures plus about 12 ward and clinic sessions to the student nurses. In addition the director has been a member of a continuing committee composed of medical social workers developing a curriculum on this subject. The director has worked on general community problems in association with other agencies and has represented the hospital on the Medical Social Section of the Greater Boston Community Council, the Roxbury Neighborhood Council, and the two professional associations, the American Association of Social Workers, and the American Association of Medical Social Workers. During the Cancer Institute in November, sponsored by the State Department of Health, she participated in a forum on services to the cancer patient.

The large amount of work done has been carried on by the director and her assistant, Mrs. Zelda Futterman. We are happy to report that an additional social worker has been authorized by the Administration for the coming year. This will permit us to be of more service to the patients.

Respectfully submitted,

GERTRUDE S. JAMESON
Director of Social Service

Annual Report of the Librarian

PATIENTS' LIBRARY

SERVICE to the patients confined to the various floors of the three buildings has continued to be the primary goal of work done by the librarian and her assistants during 1947. The small percentage of readers who need special therapeutic guidance of their reading are referred to the librarian by doctors and nurses, as well as by the volunteers who regularly take books to the patients. It is probable that much more of this specialized service would be possible with more time from regularly employed and trained assistants.

Miss Barbara Clark, Simmons Library student, has been able to do much of the detail work which cannot be left to volunteers. She has also taken the book wagon directly to the floors and has given a total of 431 hours.

We have appreciated gifts of 80 books and small sums of money from friends, doctors, personnel, and patients, but this has been inadequate to keep our stock of newer popular books and magazines up to the standard we would like to maintain. The average cost of books purchased for the Patients' Library has increased from \$1.58 in 1946 to \$1.93 in 1947. One hundred and seventeen books at a cost of \$216 were added during the year.

NURSING SCHOOL LIBRARY

Reference questions of students is the major emphasis in the School of Nursing Library, and due to the generosity of Mr. Ernest G. Howes, President of the Board of Trustees of the Hospital, some valuable reference tools have been added to that collection, notably Readers' Guide to Periodical Literature, Book Review Digest, Index to Current Hospital Literature, Who's Who, etc., as well as many books of a more distinctly nursing character. They have enabled the librarian to answer a wide variety of calls from personnel of various departments. Typical calls have been: information on Wagner-Murray-Dingell and similar Bills, pictures of sea-life, material on the history of the American Medical Association, rice diets, a magazine article on the creator of "Moon Mullins," requested by the nurse of said creator who was a patient in the hospital, and many others. The librarian spends half of her time in the Nursing Library, and there has been a gratifying increase in the use by the students of this department. The attendance in the library was approximately 5,000 and the circulation of books was 1,398.

Such an outstanding hospital as the Deaconess, with its planned program of enlargement so near realization, should have a comprehensive plan for its Library Department; the Medical Library, Nursing School Library, and Patients' Library should be in close proximity. This would enable an economical use of trained library personnel to give maximum service to all hospital departments, without waste of time, and without duplication of materials held in widely separated units.

Respectfully submitted,

BERYL B. PAINE, *Librarian*

Annual Report of Volunteer Service

THE year 1947 found fewer volunteers in all hospitals, for people are busy doing their own housework and their own baby-sitting, and have so many other commitments. The Deaconess is no exception. Those who are continuing their work here are able to give, on the whole, less time per week than in the past. However, those who have worked with us this year have been so faithful and so willing to fill in whenever called on, wherever the need for help existed, that without them, in many instances, our functions would have been seriously curtailed. Nurse's Aides, Gray Ladies and Regular Volunteers continue to participate actively in the work of the library, the blood bank, the clinic, the operating rooms and the wards, lightening the load on the staff and facilitating the patients' adjustment to hospital environment and consequently hastening their progress.

Although most people took advantage of their first opportunity since the war to spend the summer with their families at the seashore or the mountains, there were a considerable number of stalwart souls who continued, all through the heat of this past July and August, to care for the patients and to keep the hospital supplied with dressings.

Throughout the year, in addition to giving many hours here each week, some of the ladies spent a great deal of time at home making powder packs and bronchoscopy sponges, threading needles and knitting eye bandages.

We now have five churches making supplies for our operating rooms. All Saints and Leyden Churches in Brookline, Old South in Boston, and Wellesley Hills Congregational Church have helped us for some time, and St. John's Methodist Episcopal Church in Watertown has been contributing its help since the first of the year. Of course the Friends of the Deaconess are ever loyal and can be seen on Palmer VI each Wednesday morning, and the Massachusetts Women's Corps and the Rotary-annes are still working hard.

This year we have added a new category of volunteers to which we have given the name "Deaconess Aide." These girls have received, at some time, training to or beyond that of a Red Cross Aide but are not affiliated with the Red Cross.

The Thrift Shop, started by the Friends of the Deaconess, has had a very profitable year. It is open three days a week, and clothing and all sorts of fascinating things are contributed to it and sold for the benefit of the hospital.

We seem to have a definite need for some form of diversional therapy to occupy and amuse the patients, such as crafts, short story reading, travel talks, etc., and we are hoping to organize a program of this sort during the coming year.

Respectfully submitted,

PAMELA A. WHITNEY
Director of Volunteer Service

Annual Report of the Pharmacy Department

THE Pharmacy had a most gratifying year in 1947. The year produced real reductions in the prices of both Penicillin and Streptomycin, which are two of the most expensive and important drugs. These two reductions would ordinarily have reflected a much lower income, but a general increase in most other items more than offset the loss of income from Penicillin and Streptomycin.

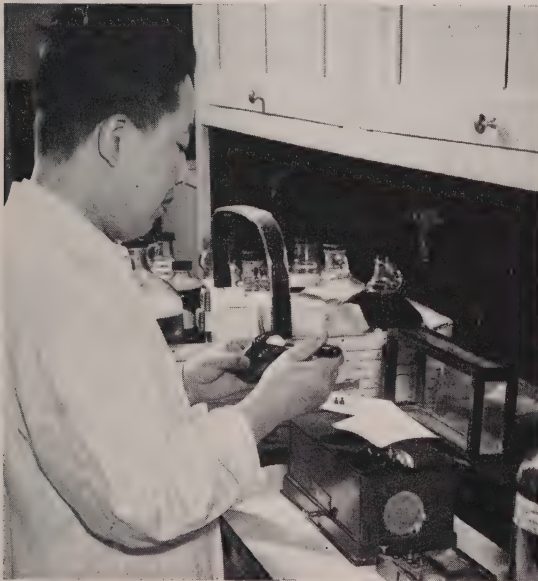
During the year, new small radios were purchased for our rental service. This was an excellent investment, as they have already paid for themselves. The rental charges are welcome income to the hospital.

Mention of the Pharmacy inventory should be made in this report, as it might appear that our inventory is somewhat high. There has been no increase in the number of items stocked, nor in the inventory of any particular item, but the general increases in prices of nearly all items have given the dollar value of the inventory a slightly inflated appearance. In the language of business statisticians, we still "turn our stock over" nearly five times per year, which is faster than the generally accepted rate of three to four times per year in most business establishments.

The fine work of all the Pharmacy personnel again deserves special mention.

Respectfully submitted,

JOSEPH K. CHAMBERLIN
Chief Pharmacist



Weighing drugs in the
Pharmacy Laboratory

Annual Report of the Engineering and Maintenance Departments

To operate a plant, on a budget computed a year previous, and to have prices advance as they have this year, is an exasperating problem. As an example, fuel oil increased six times in 1947, or a total increase of 60%, which means \$11,767 more to furnish steam.

To comply with recent requirements of the State and Fire Departments, fire escapes were added to the operating suite at the rear of the Deaconess building, and additional means of egress have been provided at the nurses' home. The two-compartment storage shelter at the Autumn Street side of the laundry, completed this year, now houses inflammables formerly stored in the hospital building. This also provided space for the storage of unsightly ash and rubbish barrels previously piled in the driveway.

New equipment installed this year includes two autoclaves in Deaconess operating room, a vegetable steamer and food mixer in the Deaconess kitchen, a dish washer and necessary sinks and counters in the cafeteria in Harris Hall — all with the thought in mind of using them in the new building. This policy was thought to be more advisable than to try to repair at great expense some of the obsolete equipment on hand.

Another accomplishment worthy of note was the cross connection between the hot water tanks at Harris Hall and the Baker Clinic. This guarantees two sources of hot water for each building. In an emergency if one heating generator fails, a supply can now be obtained from the other while repairs are being made. We hope to make similar connections between all the buildings just as soon as normal markets and sources return.

Respectfully submitted,

D. L. SABINE
Superintendent of Maintenance

Annual Report of the Laundry and Linen Department

WE are happy to report that for the past year we have had no labor turnover. We attribute that to good people, excellent working conditions and close cooperation between employees and management.

We have had our large ironer, extractor and dryer overhauled during the past year; also a new foundation for our large extractor. At this time we would like to express our appreciation for the efficient help from our maintenance department.

Early delivery for new patients has helped us give better service. Execu-

tive, nursing, purchasing and the other departments have been most helpful. We shall try in every way to reciprocate.

Our records show that in 1947 we laundered	1,340,434 Pounds
	2,072,004 Pieces
Our linen room manufactured	11,622 Pieces
We repaired	16,827 Pieces
We discarded	9,191 Pieces

In the operation of this department we try not to overlook the most important factor — the people that make our places tick. We tell them what goes on before someone misguides them.

Our reports from test pieces sent the American Laundry Institute show that we are buying good linens and getting the most in wear and whiteness from them.

We look forward to this coming year for progress all along the line.

Respectfully submitted,

WALTER C. EMERY
Laundry Manager

Annual Report of the Purchasing Department

THE Purchasing Department had a difficult year in some respects and a most satisfactory one in others.

The difficulties encountered were all centered around one thing — the steady rise in prices of nearly all commodities.

A forecast of 1948 is not the prime purpose of this report, but it should be noted here that the rising price spiral has not stopped at this writing.

The following things can all be classed as satisfactory results for 1947.

The new system of having many items issued from a perpetual inventory worked out most efficiently, and proved to be a big help in preparing new budgets; also, expenses could be watched floor by floor on these supplies.

The inventory of Medical and Surgical Supplies, Housekeeping Supplies, and Dietary Supplies (exclusive of food) is at an all-time high figure, but not because more items are stocked, nor because larger quantities of any one item are stocked, but only because the price of every item has increased. We plan to run this inventory down at the first sign of price break in the market.

The new Mimeograph machine did even more than was expected of it. In addition to producing nicer work, it also did it faster.

The Purchasing Department personnel again performed their duties in a most gratifying manner, and I wish to thank them for it.

Respectfully submitted,

JOSEPH K. CHAMBERLIN
Purchasing Agent

MEDICAL ADMINISTRATION



1948

NEW ENGLAND
DEACONESS HOSPITAL

Medical and Administrative Staffs

1948

Administrative Staff

HOWARD F. ROOT, M.D., *Chairman*
F. GORHAM BRIGHAM, M.D.
RICHARD B. CATTELL, M.D.
ALEXANDER MARBLE, M.D.

SHIELDS WARREN, M.D., *Secretary*
JOSEPH H. MARKS, M.D.
LELAND S. MCKITTRICK, M.D.

DEACONESS DIVISION

Surgeons

RICHARD B. CATTELL, M.D., *Surgeon in Chief*

HOLLIS L. ALBRIGHT, M.D.
BENTLEY P. COLCOCK, M.D.
FRANK H. LAHEY, M.D.
CHARLES A. LAMB, M.D.
HALSEY BEACH LODER, M.D.
CHARLES C. LUND, M.D.
LELAND S. MCKITTRICK, M.D.
SAMUEL F. MARSHALL, M.D.

JOE VINCENT MEIGS, M.D.
THEODORE C. PRATT, M.D.
FRED A. SIMMONS, M.D.
NEIL W. SWINTON, M.D.
IRVING J. WALKER, M.D.
KENNETH W. WARREN, M.D.
PAUL A. YOUNGE, M.D.

Physicians

HOWARD F. ROOT, M.D., *Physician in Chief*

FRANK N. ALLAN, M.D.
THEODORE L. BADGER, M.D.
C. CABELL BAILEY, M.D.
ELMER C. BARTELS, M.D.
GEORGE O. BELL, M.D.
ALLEN G. BRAILEY, M.D.
F. GORHAM BRIGHAM, M.D.
ROBERT W. BUCK, M.D.
WALTER S. BURRAGE, M.D.
JOHN W. CASS, JR., M.D.
ARTHUR A. CUSHING, M.D.
DONAT P. CYR, M.D.
JAMES A. EVANS, M.D.
FRANK P. FOSTER, M.D.
JOHN L. FROMIER, M.D.
HUGH P. GREELEY, M.D.
ALBERT A. HORNOR, M.D.
LYMAN H. HOYT, M.D.
LEWIS M. HURXTHAL, M.D.
HARRIET D. JAMES, M.D.
STEWART H. JONES, M.D.
SARA M. JORDAN, M.D.
ALLEN P. JOSLIN, M.D.
ELLIOTT P. JOSLIN, M.D.
LEWIS W. KANE, M.D.
EVERETT D. KIEFER, M.D.

DONALD S. KING, M.D.
ROGER I. LEE, M.D.
JAMES S. MANSFIELD, M.D.
ALEXANDER MARBLE, M.D.
F. WILLIAM MARLOW, JR., M.D.
FRANCIS E. McDONOUGH, M.D.
DAVID MCC. MCKELL, M.D.
H. ARCHIBALD NISSEN, M.D.
JOHN W. NORCROSS, M.D.
W. RICHARD OHLER, M.D.
A. SEYMOUR PARKER, JR., M.D.
LEROY E. PARKINS, M.D.
CAREY M. PETERS, M.D.
JOHN R. ROSS, M.D.
DAVID I. RUTLEDGE, M.D.
DWIGHT L. SISCOE, M.D.
FRANCIS H. SMITH, M.D.
CARLTON R. SOUDERS, M.D.
RICHARD P. STETSON, M.D.
WILLIAM B. STEVENS, M.D.
JAMES H. TOWNSEND, M.D.
MARTIN L. TRACEY, M.D.
ELEANOR A. WASKOW, M.D.
CONRAD WESSELHOFT, M.D.
PRISCILLA WHITE, M.D.
S. ALLEN WILKINSON, M.D.

Anesthetists

URBAN H. EVERSOLE, M.D.
LEO V. HAND, M.D.
MORRIS J. NICHOLSON, M.D.

ROBERT ORR, M.D.
EDWIN R. RUZICKA, M.D.

Bacteriologist

HAROLD B. KENTON, Ph.D.

Cardiologist

BURTON E. HAMILTON, M.D.

Oral Surgeons

VARAZTAD H. KAZANJIAN, M.D., D.M.D. LEROY M. S. MINER, M.D., D.M.D.
HAROLD A. KENT, D.M.D.

Dermatologists

C. MARSHALL CRAWFORD, M.D. ETHEL M. ROCKWOOD, M.D.
C. GUY LANE, M.D.

Gynecologists

HENRY T. HUTCHINS, M.D. FRANK A. PEMBERTON, M.D.

Laryngologists

CARL H. ERNLUND, M.D. LYMAN RICHARDS, M.D.
JOHN R. FRAZEE, M.D. HAROLD G. TOBEY, M.D.
WALTER B. HOOVER, M.D. FRANCIS L. WEILLE, M.D.
FRANK D. LATHROP, M.D.

Neurologists

JAMES B. AYER, M.D. OSCAR J. RAEDER, M.D.
G. COLKET CANER, M.D. WALTER I. TUCKER, M.D.
JOHN B. DYNES, M.D.

Neurosurgeons

GILBERT HORRAX, M.D. KENNETH E. LIVINGSTON, M.D.
JAMES L. POPPEN, M.D.

Obstetrician

R. S. TITUS, M.D.

Ophthalmologists

WILLIAM P. BEETHAN, M.D. J. HERBERT WAITE, M.D.
LOUISA PAINE TINGLEY, M.D.

Orthopedists

GEORGE GUY BAILEY, M.D. WILLIAM A. ROGERS, M.D.
ALBERT H. BREWSTER, M.D. FRANK L. SHIPP, M.D.
GILBERT E. HAGGART, M.D. JAMES W. TOUMEY, M.D.
ROBERT H. MORRIS, M.D. GEORGE W. VAN GORDER, M.D.

Pathologists

OLIVE GATES, M.D. SHIELDS WARREN, M.D.
WILLIAM A. MEISSNER, M.D.

Pediatrician

WARREN R. SISSON, M.D.

Roentgenologists

ISABEL K. BOGAN, M.D.
HUGH F. HARE, M.D.

JOSEPH H. MARKS, M.D.
MAGNUS I. SMEDAL, M.D.

Thoracic and General Surgeons

HERBERT D. ADAMS, M.D.
RICHARD H. OVERHOLT, M.D.
JOHN W. STRIEDER, M.D.

RICHARD H. SWEET, M.D.
NORMAN J. WILSON, M.D.
FRANCIS M. WOODS, M.D.

Urologists

WESTON T. BUDDINGTON, M.D.
FLETCHER H. COLBY, M.D.
HARVARD H. CRABTREE, M.D.
VERNON S. DICK, M.D.

EARL E. EWERT, M.D.
ROGER C. GRAVES, M.D.
SYLVESTER KELLY, M.D.
GEORGE GILBERT SMITH, M.D.

Chiropodist

J. F. KELLY, B.S.C.

PALMER MEMORIAL DIVISION

Visiting Staff

LELAND S. MCKITTRICK, M.D.,
Surgeon in Chief
CARL H. ERNLUND, M.D., *Laryngologist*
JOSEPH H. MARKS, M.D., *Roentgenologist*
JOE VINCENT MEIGS, M.D., *Gynecologist*

F. GORHAM BRIGHAM, M.D.,
Physician in Chief
GEORGE GILBERT SMITH, M.D., *Urologist*
SHIELDS WARREN, M.D., *Pathologist*

Surgeons

WESTON T. BUDDINGTON, M.D.
CLIFFORD C. FRANSEEN, M.D.
FRANCIS INGERSOLL, M.D.
WYLAND LEADBETTER, M.D., *Urologist*

JOHN B. MCKITTRICK, M.D.
CARROLL C. MILLER, M.D.
LANGDON PARSONS, M.D.
RICHARD H. SWEET, M.D.

Physicians

FRANCIS T. HUNTER, M.D.
WILLIAM A. MEISSNER, M.D., *Pathologist*

GEORGE P. STURGIS, M.D.

Consultants

ELLIOTT P. JOSLIN, M.D.,
Honorary Consulting Physician
JOSEPH C. AUB, M.D., *Medicine*
JAMES B. AYER, M.D., *Neurology*
HENRY K. U. BEECHER, M.D., *Anesthesia*
EDWARD B. BENEDICT, M.D., *Endoscopy*
OLIVE GATES, M.D., *Pathology*

BURTON E. HAMILTON, M.D., *Cardiology*
JOHN S. HODGSON, M.D.,
Neurological Surgery
HENRY JACKSON, JR., *Medicine*
VARAZTAD H. KAZANJIAN, M.D., D.M.D.,
Oral Surgery
HAROLD B. KENTON, Ph.D., *Bacteriology*

GEORGE R. MINOT, M.D., *Hematology*
 W. JASON MIXTER, M.D.,
Neurological Surgery
 RICHARD H. NORTON, JR., D.M.D.,
Oral Surgery
 FRANK A. PEMBERTON, M.D., *Gynecology*
 WYMAN RICHARDSON, M.D., *Medicine*
 ETHEL M. ROCKWOOD, M.D., *Dermatology*

WILLIAM A. ROGERS, M.D.,
Orthopedic Surgery
 LEROY A. SCHALL, M.D., *Laryngology*
 CHANNING C. SIMMONS, M.D., *Surgery*
 LOUISA PAINE TINGLEY, M.D.,
Ophthalmology
 HENRY R. VIETS, M.D., *Neurology*
 J. HERBERT WAITE, M.D., *Ophthalmology*

Associate Staff

HOLLIS L. ALBRIGHT, M.D.
 THOMAS J. ANGLE, M.D.
 ISABEL K. BOGAN, M.D.
 ROBERT E. BROWNLEE, M.D.
 BRADFORD CANNON, M.D.
 JOHN W. CASS, JR., M.D.
 EARLE M. CHAPMAN, M.D.
 FLETCHER H. COLBY, M.D.
 ERNEST M. DALAND, M.D.
 ROGER C. GRAVES, M.D.
 WARD I. GREGG, M.D.
 E. PARKER HAYDEN, M.D.
 ALBERT A. HORNOR, M.D.
 LYMAN H. HOYT, M.D.
 LEWIS M. KANE, M.D.
 HAROLD A. KENT, D.M.D.
 FRANK H. LAHEY, M.D.
 CHARLES C. LUND, M.D.

L. TILLMAN MCDANIEL, M.D.
 FRANCIS D. MOORE, M.D.
 ROBERT H. MORRIS, M.D.
 H. ARCHIBALD NISSEN, M.D.
 RICHARD H. OVERHOLT, M.D.
 LEROY E. PARKINS, M.D.
 CAREY M. PETERS, M.D.
 THEODORE C. PRATT, M.D.
 HOWARD F. ROOT, M.D.
 DWIGHT L. SISCOE, M.D.
 JOHN W. SPELLMAN, M.D.
 RICHARD P. STETSON, M.D.
 WILLIAM B. STEVENS, M.D.
 CHARLES L. SWAN, M.D.
 GRANTLEY W. TAYLOR, M.D.
 GEORGE W. VAN GORDER, M.D.
 IRVING J. WALKER, M.D.



Study of Microscopic Slides in Laboratory of Pathology

Annual Report of the Surgeon-in-Chief

THERE have been few changes in the Surgical Staff during the past year. It is a pleasure to acknowledge again the return, during the past two years, of all those who were in the Military Services so that we can feel again that we have an adequate Staff to handle the many serious surgical patients.

It is not necessary to call to the attention of the Corporation the continuing urgent need for additional beds and operating rooms, since there is a confirmed unanimity of opinion of the Corporation, Executive Department and Staff in this matter. The Staff is encouraged by the continued planning to provide these facilities and hopes that the actual building program can go ahead without further delay. The waiting list for admissions continues to be large, but even more important, the seriousness of many of the cases seeking admission has increased, making delay, at times, a matter of life or death.

The operating room facilities have been strained to the fullest during the past year. This problem has been somewhat relieved by an increase in the number of operations performed in the afternoon, and it is hoped that longer periods will be made available during the interval before the new facilities are available. We recognize that this imposes a difficult problem for the Administration, Training School and Operating Room Staff. With the same number of operating rooms, the amount of surgery done during 1947 was seventeen percent greater than during 1946. Even more important, as will be noted in the accompanying table, three hundred and twenty-five more major operations were performed in 1947 with many of these being of the most serious nature.

Table

COMPARISON OF SURGERY FOR 1946 AND 1947

	1946	1947
Major operations	2,001	2,326
Minor operations	1,224	1,589
Out-patient operations	209	214
TOTAL OPERATIONS	3,434	4,129

The number of physicians visiting the New England Deaconess Hospital to observe surgical work has increased and will continue to do so in the coming years. Doctors from England, Denmark, the Scandinavian countries, Australia, South America and other countries make the hospital an important part of their itinerary, taking back methods that are used here to their own countries to benefit their patients. The Corporation can properly feel that the hospital is doing its part in this form of postgraduate education, in advancing knowledge and influencing surgical practice in faraway places. The large number of visitors to the operating rooms adds a burden to the

Operating Room Staff, and we wish to thank the Nursing Staff for their cooperation in facilitating their visits, even though it offers some trying problems at times.

A second phase of postgraduate education — the training of residents and fellows in General Surgery and the various surgical specialties, continues to be an important activity of the hospital and its Surgical Staff. It will be of interest in some subsequent report to present this program of which the hospital can be proud.

During the war years, as mentioned in previous reports, the Nursing Staff was seriously handicapped, and it was necessary to do the best that could be done under those trying circumstances. With the fortunate increase in nurses available for this work, I believe that the nursing care for surgical patients has been more satisfactory during the past year. I should like to express the appreciation of the Surgical Staff to the Executive Department and Training School for their splendid cooperation which has made possible an appreciable increase in the surgery performed during 1947, in spite of no increase in facilities.

RICHARD B. CATTELL, M.D.
Surgeon-in-Chief



Annual Report of the Physician-in-Chief

DURING the year 1947 the pressure for admission of patients requiring treatment for severe surgical and medical conditions has continued. Every effort has been made to avoid delay and indeed to shorten the period of hospital stay. To accomplish the maximum use of hospital beds when patients under treatment present complicated problems of major importance requires increasingly close cooperation on the part of physicians, nurses, housekeeping department and executives of the hospital. The entire medical group would join in expressing appreciation of the splendid cooperation in all departments of the hospital with the care of patients.

As plans for the new addition to the hospital advance, more thought is being given to the changes in the future work of the hospital. Already post-graduate teaching is carried on to an extent not generally realized by those outside the hospital and even by some within the hospital. Postgraduate courses in diabetes have been conducted twice during the year 1947 as part of the postgraduate work of the Harvard Medical School. Attendance to these courses, averaging 40 doctors, includes a representation of many states and several foreign countries. A large number of graduate physicians from other clinics, hospitals and universities spend up to one year's time at the Deaconess Hospital for further training. We have an arrangement with the Peter Bent Brigham Hospital by which one of their resident staff comes here as assistant resident in diabetes, and in addition to the five men who hold fellowships in diabetes approved by the Council on Medical Education of the American Medical Association, other graduate doctors have come to the Deaconess in connection with the Postgraduate Department of the Harvard Medical School. In the future the postgraduate training will receive greater attention than in the past.

Research work within the Deaconess Hospital is carried on in several departments. The George F. Baker Clinic research activities are continued in three laboratories under the direction of Dr. Priscilla White, Dr. C. C. Bailey and Dr. Alexander Marble.

HOWARD F. ROOT, M.D.
Physician-in-Chief

Annual Report of the Pathologist

THE hospital laboratories have continued at a high rate of activity during the year. Owing to the fact that most of the patients coming to the hospital are referred and consequently are unusual or difficult cases to diagnose and treat, the burden on the laboratory is disproportionately heavy as compared with a general hospital of the same size.

The continued shortage of personnel has been a major handicap during the year, and the hospital is heavily indebted to the loyal employees who have carried on in spite of continuing shorthandedness. Our veterans' training program is being continued. All residents and assistant residents are veterans.

The laboratories have continued to devote attention to research work as well as to routine procedures. The various phases of research activity carried on in the laboratories are:

1. A study of methods of detecting the effect of radioactive substances.
2. Methods of treatment of leukemia and allied disorders with radioactive isotopes.
3. A study of the circulation in cases of gangrene by means of the use of radioactive isotopes.
4. A study of the effects of ionizing radiation on malignant tumors.
5. Investigation of methods for use in the early detection of cancer of the stomach.
6. Research on the forms and types of gastric cancer in relation to their treatment.
7. A study of the causes of the alterations of gastric secretion in varying types of stomach pathology.
8. Investigation of complications, sequelae, and statistical incidence of endobronchial tuberculosis.
9. Study of methods of spread of pulmonary tuberculosis.
10. Research on clinical, histological, and radiological correlations of bronchogenic carcinoma.
11. Research on the determination of proteolytic enzymes in the intestinal contents in cases of ulcerative colitis and other diseases.
12. Determination of the nature of crystalloid material in cicatrizing enteritis.
13. Investigations on the incidence and significance of "aberrant thyroid tumors."

14. A statistical analysis of the thyroid and carcinomas in relation to the incidence of precancerous lesions.
15. Research on the importance of scars in the development of cancer.
16. Research on the correlation of liver structure with liver function.
17. Investigation on the causation of agnogenic myeloid metaplasia and atypical leukemia.
18. Research on the metastatic spread of malignant tumors.
19. Research on modification of the numbers of white blood cells in the circulation by various procedures. This modification has an important bearing on the control of infection and the treatment of leukemia.

In research special emphasis should be laid on the fact that virtually all research work is financed by various agencies outside the hospital. Among those supporting research work being carried on are the United States Public Health Service, the Massachusetts Division, Inc., of the American Cancer Society, the Donner Foundation, the National Tuberculosis Association, and the Office of Naval Research of the United States Navy.

In addition to the regular activities of the laboratory, our staff also has been engaged in a variety of public service activities. Thus, Dr. Meissner is Consultant in Pathology to the United States Naval Hospital at Chelsea and the Veterans Administration Hospital at West Roxbury. Dr. Wert is Consultant in Pathology to the Veterans Administration Hospital at Framingham. Dr. Gates is acting as Consultant in Pathology to the Pondville State Hospital for Cancer. Dr. Warren has been on part-time leave during the year; first, on active duty as a Captain in the Naval Medical Corps, restudying the atomic bomb cases in Nagasaki and Hiroshima for the Atomic Casualty Commission of the National Research Council; and second, during the latter part of the year, organizing for the Atomic Energy Commission its Division of Biology and Medicine.

One important phase of the research activities has been the development of laboratories for the utilization of radioactive isotopes. This newest development in medical science was initially undertaken in these laboratories in 1939 on a small scale with the aid of the Harvard Cyclotron. Now, with the further development of atomic energy, it has been possible to increase the tempo of the work in this new and challenging field.

The Chemical Laboratories have continued under the able direction of Miss Sellman. By virtue of close cooperation with the staff, it has been possible to avoid the continued increase in the amount of laboratory work which has been a feature of the advancements in medicine during the recent years.

The value of the Blood Bank, under Dr. Kenton, has increased greatly in importance, and it has been placed in a status of full activity seven days a week in order to give the maximum service to patients.

The Solution Room has continued to function with high efficiency. A new still has added materially to the resources of this department.

The Radium Department has enlarged its activities during the year, and Mr. Cowing has pioneered in the establishment of a film badge service for the protection of those working with radioactive isotopes. His work on the use of dental film for purposes of measuring radiation was reported at the Fourth International Cancer Research Congress in St. Louis.

The following doctors have spent practically all their time in the various research activities. Dr. Tullis is continuing his studies on the permeability of white blood cells and the conditions effecting the number of white blood cells in the circulation. Dr. Elsie McPeak has completed an extensive study of carcinoma of the stomach. Dr. Wert is determining the value of radioactive isotopes in the study of diabetic gangrene.

1947

BLOOD BANK

Transfusions	5,292
Plasma (units)	186
Donors	5,470
Professionals	46

CHEMICAL LABORATORY

Basal Metabolism tests	834
Blood Examinations	82,231
Electrocardiograms	1,740
Urine Examinations	53,204
Miscellaneous Examinations	12,879

PATHOLOGICAL LABORATORY

Autopsies	181
Bacteriological Examinations	5,003
Surgical Examinations	8,837

SOLUTION ROOM

Total solutions given	36,847
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<i>TOTAL</i>	212,750
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SHIELDS WARREN, M.D.,
Pathologist

Annual Report of the Roentgenologist

As this report is being written we are in the process of drawing floor plans for a bigger and better x-ray department in the proposed new building. I realize that a new building can be constructed at the present time only at tremendous cost and am glad that the decision to proceed with such a project does not rest with me. However, if a new building is to be had, I am most anxious that it include an adequate and efficient department of roentgenology. The present divided department is neither adequate nor efficient, although our figures show that we have again exceeded all of our previous records for volume of work done in the year. This increasing volume is additional reason — if more reason were needed — for making the proposed new department the best possible. We anticipate many conferences with our friends in the profession, with representatives of equipment makers and with the architects, in an attempt to arrive at the best arrangement of rooms and the most suitable equipment to meet our needs.

Our photo-roentgen unit for x-ray examination of chests on 4 x 5 inch films was delivered in September. Since it had been planned to energize this unit with the same generator that was already in use with the cystoscopic unit it became necessary to move the cystoscopic apparatus into a somewhat larger room. Even though the total floor space in the new room is greater than in the old one, the space available for cystoscopy is smaller. We knew that this would be true when the change was made, but could find no better arrangement within a reasonable distance of the darkroom and at a reasonable cost. The situation at present is admittedly less than ideal and, I hope, only temporary.

Dr. Donald P. Ham left us in April to go to Greenfield, Massachusetts, where he is now in charge of the department of roentgenology of the Franklin County Hospital. His place has been taken by Dr. Mirle A. Kellett who had been with us for a few months during 1946. Drs. John F. Gowdey and John H. Wentworth served with us as residents for periods of six months each. Dr. Arthur S. Tucker served for four months as volunteer assistant.

The statistics for the year show a total of 12,168 examinations and 5043 treatments.

Respectfully submitted,

JOSEPH H. MARKS, M.D.
Roentgenologist

The Motive

behind the growth of the Deaconess Hospital has been the instinct and desire to care for those sufferers who are not able to care for themselves. The need is greater today than it has ever been. Why not let skilled workers be the servants of your good will?

NEW ENGLAND DEACONESS HOSPITAL

FRANCIS W. CAPPER, *Treasurer*

16 Deaconess Road, Boston

ENCLOSED find \$_____ as my contribution toward relieving the suffering of the poor.

(NAME) _____

(ADDRESS) _____
